

I want to thank my colleagues for selecting me as the Chairman of the Maricopa County Board of Supervisors for the next year. It's a great honor. Pam, thank you for your prayer today and the love and support you have given to me over the past 22 years as my wife. To our daughters Emily & Corynn thank you for leading us in the pledge today and for bringing so much joy into my life - your mom and I are proud of the kind, independent young women you have become.

Today I want to share my vision for what we can be: a smart government that gives residents more time for the things that matter. Between Summer 2016 and Summer 2017, 74,000 new residents moved to MC for a new life just like my parents & I did when we moved to MC back in 1985 (when I was 14 years old). We are the nation's fastest-growing county and there is no reason why we can't also be its most forward-thinking. By using technology once unimaginable, leveraging big data once thought incomprehensible, and changing processes once thought immutable... we can position Maricopa County as a leader in citizen-centered service in the coming decade.

My grandpa was born in the 1920's. It was an era that saw the large-scale development and use of cars, telephones, and electrical appliances. The Roaring 20's they called it. A time when technology turned the status quo on its head, over and over again.

Now we're approaching the 2020's. We just celebrated my grandpa's 96th birthday. And guess what? He can now see his great grandchildren in *self-driving* cars, taking classes on *the phones they carry everywhere*, living in houses where the appliances *control themselves*.

Think about that.

These are incredible times with advances in technology and augmented intelligence that can make government work better. Why in the world would we accept business as usual?

The good news is: thanks to the leadership of my colleagues & county manager Joy Rich, many of our county departments aren't accepting business as usual.

When Adult Probation and Superior Court team up on a paperless system that reduces the processing time for arrest warrants from 12 business days to one business day, in many cases... that's not just saving trees...that's letting our employees focus on people instead of paper... and it's making neighborhoods safer. That's smart government.

When our Air Quality Department partners with the private sector to incentivize people to replace wood-burning fireplaces and gas-powered lawnmowers with cleaner-burning ones...that's not just a few thousand people with upgraded equipment...that's cleaner air for the little girl with asthma who has to stay inside every time there's a high pollution advisory. That's smart government.

And when a county government handles its financial responsibilities, sticks to core functions, and maintains the highest possible bond rating...That's smart government.

We can't do it alone, either. We must collaborate with cities and towns on law enforcement, roads, and water management; with the State Land Department & Arizona Department of Real Estate on sustainable growth; with my friends at the City of Phoenix on projects that make our region more attractive to families and businesses; and with our Courts and the state legislature on laws and practices that guide our service. Without these collaborations, we end up canceling each other out, or duplicating

efforts. *With them*, we make possible the idea of a smart region, where information meets people where they are, not where their government is, in a way that makes life better for everyone.

At the heart of all this is a basic tenet of progress: efficiency. Not reinventing the wheel, but knowing how best to use the wheel for the job you need to do. That's smart government...

Smart is taking an unused old jail that would have cost millions to tear down and turning into one of the largest adaptive reuse projects in the county, like we're doing with the 225 Madison building set for completion later this year as office space for our assistant county attorneys.

Smart is taking three permitting departments spread out at two leased locations on different ends of town and putting them in one central spot. Like we'll be doing at the county administration building over the next couple of years.

In 2019, I want us to build on these successes...so we reuse what we have...reorganize in ways that lead to better customer service... and rethink our processes in ways that save money and better utilize our county talent.

That starts with leveraging what we already have.

Our county is an indispensable hub for big data. When we use and share it well, all of us are better off.

Did you know 10,000 deaths are reported each year to the Office of the Medical Examiner? Those are real people and families with intensely personal stories of death. But taken as a whole, they are a data set with profound insight into societal trends.

In 2016, our medical examiners were some of the first to know about the opioid crisis. In 2017, they alerted us that drug-related deaths, many of them opioid-related, are the most common category of accidental death in our county... for the first time in recent history.

Last month Maricopa County brought a lawsuit against drug manufacturers at the center of the opioid crisis, which has come at considerable cost to our community... in dollars and in lives. This lawsuit makes it clear: in Maricopa County, we welcome business... we want people to make money...but not at the expense of the health and wellness of our community.

The county departments that store and process big data—like our medical examiners—aren't just sentinels on the front end, telling us what is happening; they are guides on the back end, serving on task forces that advise us what steps we might take to make meaningful change.

This is the power of big data. And we have it.

If you go to the internet, you can access much of our data through GIS mapping. For example, Maricopa County Animal Care and Control recently partnered with the Humane Society to share data about lost and found pets. These are the two biggest players in animal care in Maricopa County... working together... using technology... and all of that shared data is right here in one place.

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In 2019, I want more of this data put to practical use so that regional policy is guided by evidence and day-to-day business is informed by an open and responsive government.

We also need to be a test bed for new technologies, where good ideas get a kick start, not a full stop, from government.

Along with Governor Ducey and 23 other elected officials from around the country, I am a member of the FCC intergovernmental advisory committee. I know from these discussions that one of the most impactful things we can do is allow for the implementation and adoption of 5G connectivity. Already the FCC has taken what Maricopa County was doing and made it the model nationwide. Now we must continue to lead the way.

Because with faster speeds and more reliable connections will come improvements to quality of life:

- Telemedicine that connects patients to their doctors and to critical information- even surgeries- in an instant
- More widespread use of autonomous vehicles
- Smart homes with better automated controls for energy and water usage
- And links between infrastructure—energy grids, emergency services, and traffic signals—such as MCDOT’s “connected vehicle” technology that lets cars talk to signals to make roads safer.

I applaud MCDOT for their work on that project... and I call on all county departments to look for opportunities to position Maricopa County on the leading edge of technology... whether it’s the Internet of Things to connect us, blockchain technology to protect us, or any possibility in between.

Of course, great tech can’t just come to the big cities like Phoenix or Mesa or Glendale. We need to make these connections in harder-to-reach areas, too.

So we’re updating our plans for the unincorporated areas of Maricopa County. The New River area plan will be finished this year and then we’ll start revising other area plans so those who live outside city boundaries are considered as we plan for the next generation.

To my friends in New River, we’re going to expand on the progress we’ve had on water issues in the area, with help from EPCOR and the Arizona Corporation Commission... and my hope is that future neighborhoods can be built to succeed with infrastructure in place from day one.

Bringing people together and building partnerships to solve local issues, like we did in New River, is what county government should be all about.

My colleagues on the Board have done this.

As Chairman in 2016, Supervisor Hickman worked with our government relations team to begin reversing state cost shifts that put undue burdens on counties.

As Chairman in 2017, Supervisor Barney prioritized Smart Justice initiatives that can reduce the number of repeat offenders in our jails... and allow those who have served their time... a better chance of success upon release.

As Chairman last year, Supervisor Chucuri worked with me to negotiate an end to the lawsuit over Chase Field, which got county taxpayers out of the stadium business... while also keeping Diamondbacks baseball in Maricopa County for years to come.

Supervisor Gallardo has been a partner to all of us here on the Board, and over the next year, I plan to lean on his experience in elections and in the legislature as we work with Recorder Adrian Fontes & his team to make Maricopa County elections best in class.

Thank you, gentlemen, for your leadership.

As the fastest-growing & the 4th largest county in the USA, people across the nation are watching what we do.

So let's do our part to make Maricopa County the economic envy of all.

We can do it by finding efficiencies that make it easier for businesses, small and large, to get what they need from government... in a way that protects the public as well.

We can do it with help from our Industrial Development Authority. The IDA should continue to look for deals that expand economic opportunity... like they did in 2018 in helping Donor Network of Arizona build a headquarters in Tempe and Honor Health build a hospital in far north Phoenix ... and in bringing affordable housing to Surprise and Ahwatukee and Central Phoenix.

We can even do it through the way we manage water. When our flood structures are more efficient, our flood plains shrink...and the amount of land available for development increases.

This is certainly a time to be smart about water... so Maricopa County grows the right way.

Our Flood Control District is doing this... removing salt cedar to reduce flood risk... and diverting storm water back into the landscape so we can reuse it.

All of us can help by looking for ways to reduce our personal water use. Be it replacing our grass lawns with native desert plants or by turning the water off when we brush our teeth.

This is a time to be smart about energy... like we've done in using solar thermal to provide more than 50% of the total hot water demand at our jails... and in expanding the chilled water loop under downtown Phoenix to save on cooling costs and maintenance.

This year, I'd like to work on adding more shade to the county's downtown campus, and increasing our solar portfolio to lower the county's electric bills.

Maricopa County is ready for the future because we have many bright employees who understand what smart government is...

Josue Macias is doing something near and dear to my heart: he's improving processes. With his team at the Innovation Studio, he is partnering with departments to solve the problems they haven't been able to solve on their own... taking a look at "the way we've always done it"... and getting rid of the stuff that doesn't need to be there.

Josue and his team helped the Human Services Head Start program reduce hiring time by 68%... and helped Fleet Management staff improve productivity by nearly 500%.

All told, Josue's group in the Innovation Studio achieved \$1.5 M in projected savings for Maricopa County last year.

This is important work... and in 2019, I want the Innovation Studio to look for additional ways to help departments improve their public-facing service.

Thank you, Josue.

JakinDee Kosaka has taken her own experience with homelessness as a child, and transformed it into motivation as an adult.... to serve the homeless as part of our Human Services Department. She understands that smart government means making the most of partnerships... like the county's partnership with St. Mary's Food Bank, which runs the Community Kitchen where JakinDee directs some of her clients to gain work skills. With homelessness rising in Maricopa County, we need JakinDee's unique perspective & skills now more than ever.

Thank you, JakinDee.

You will see a new, unified look from Maricopa County and a redesigned maricopa.gov website... focused on making the information our residents need easier to find... and mobile-friendly.

This isn't about a fresh coat of paint, or lipstick on a pig.

This is about our desire to meet people where they are.

That's why we're streaming all our board meetings live on YouTube this year.

As public servants, we shouldn't get to decide how people do business with us; our job is to make our business available, as much as possible, 24/7...right here.

This is a great time to be in government, a time when each of us...sometimes with as little as a few keystrokes and a click of a mouse...can solve problems, make meaningful change, and restore trust.

You can imagine what this all must be like to my grandpa, who grew up in an era when FDR's Fireside chats were a revelation in government transparency. Now we are living at a time when you could be watching this meeting live on a device that fits in your hand, using that same device to participate in the meeting, and getting a response to your comments from your government in a matter of minutes.

By the time my chairmanship ends, we will be at the dawn of a new decade ... perhaps a new Roaring Twenties. Where technology once again changes what is possible, and real-time, two-way public service won't just be what residents want; it's what they will expect.

That's why we must act now to modernize.

Smart government isn't a slogan. It's a practical way to improve the lives of our residents. To fill critical gaps. To connect people to a better future. To give everyone who lives and works here more time for what matters. That's why we're here.

I look forward to working with you—and hearing from you—in the coming year. Thank you.